

# Standards of Excellence (SOEs)

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May 2011

Report Documentation Page				Form Approved OMB No. 0704-0188	
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1. REPORT DATE <b>MAY 2011</b>		2. REPORT TYPE		3. DATES COVERED <b>00-00-2011 to 00-00-2011</b>	
4. TITLE AND SUBTITLE <b>Standards of Excellence (SOEs)</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>Naval Facilities Engineering Command Atlantic ,6506 Hampton Blvd,Norfolk,VA,23508-1278</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited</b>					
13. SUPPLEMENTARY NOTES <b>Presented at the NDIA Environment, Energy Security &amp; Sustainability (E2S2) Symposium &amp; Exhibition held 9-12 May 2011 in New Orleans, LA.</b>					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT <b>Same as Report (SAR)</b>	18. NUMBER OF PAGES <b>18</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			

# Why SOE?



- Standard, representative, and qualitative compliance summary
  - Covers all environmental compliance media, sustainment, EMS
  - Easily communicated for all 73 Navy installations
  - Involves all levels of management: relationship builder
  - Less of a data call, more of an analysis/summary
  - Leading vs. lagging indicator; qualitative vs. quantitative
- Manage improvement- *“You can only manage what you measure”*
  - Comparative analysis
  - Identifies systemic issues: process improvement, business process, policy
  - Focus on the red: resource support (funds, tech support, billets, training)
  - Reaching for excellence, not just minimum standards
  - Easy to “raise the bar” or expand criteria and media
  - Will tie into EMS, EMS Web and ListBuilder (internal & external audits)

# *How is the metric applied?*



- Incorporate existing data and data calls
  - Self-assessments, SNC, EMS, NOV/NON, Annual Report to Congress, etc.
  - Same level of detail or slightly more granularity; selected sampling
  - More representative compliance info: all media, legal requirements, some policy
- Compliance + effectiveness = S.O.E.
  - Not more \$\$, more efficient use of \$\$
  - Out of compliance = Red
  - In need of attention to avoid non-compliance = Yellow
  - Compliant = Green
  - 6-10 key compliance criteria per media
- Quarterly updates
  - Submitted by EIPD and reviewed by regional media managers
  - Rolled up by region to NAVFAC Atlantic Program Manager for comparative analysis
  - POA&Ms and explanations for all Reds and Yellows
  - (Once fully implemented) Briefed to all levels: PWO, ICO, FEC (C.O., OPS and BL), NAVFAC, CNIC, CNO

# NAVY SOE Quarterly Beta Test Summary



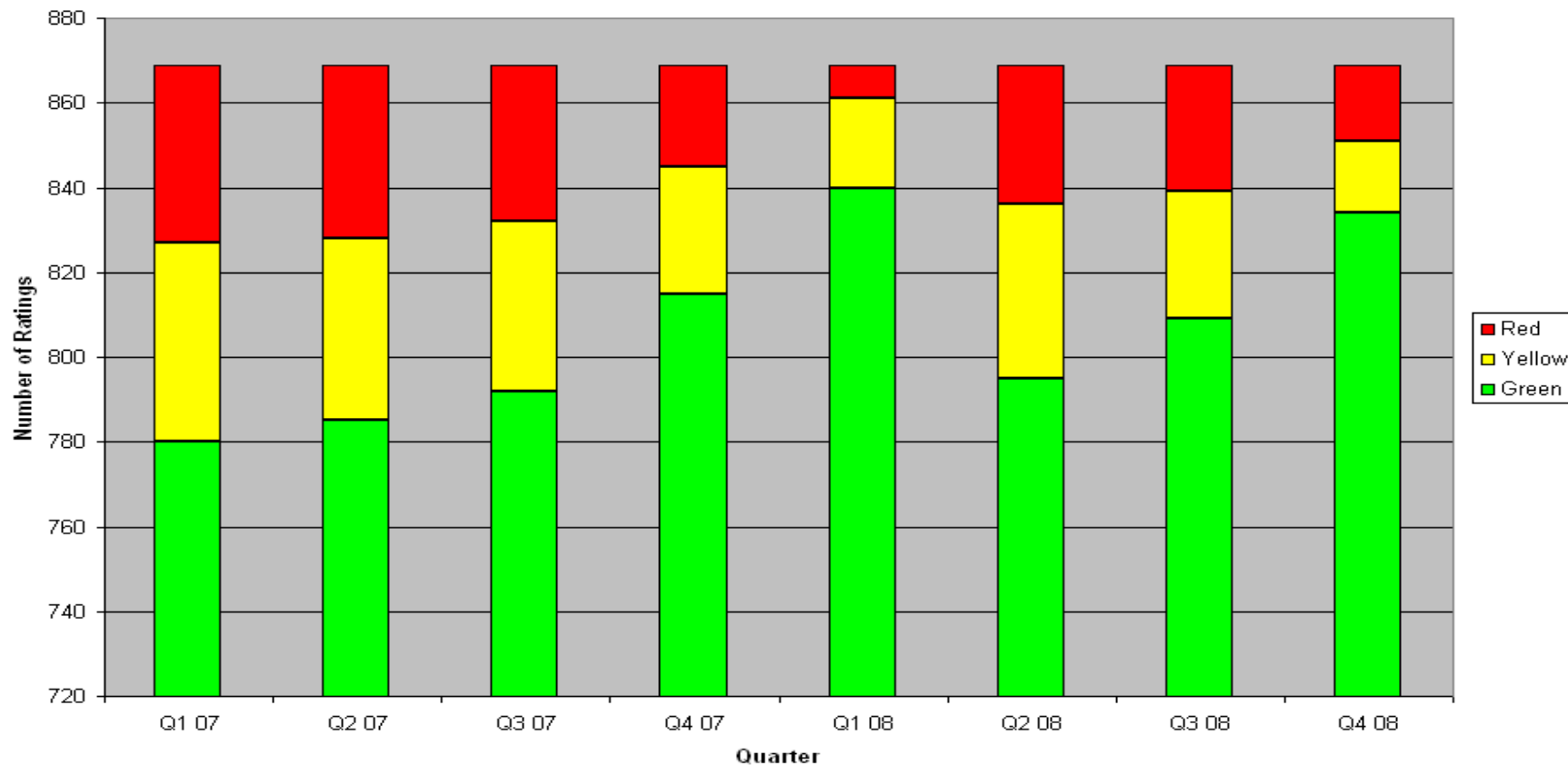
FEC	Installations	Media / Category Rating										
		Air Emissions	Drinking Water	Waste water	Storm water	HW Mgmt & Services	Solid/ Medical Waste & Recycling	TSCA	OHS Spill Preparedness & Response	Sustain-ability	Petroleum Storage Tanks	EMS
EURAFSWA	NS Rota	Y	G	G	G	R	R	G	G	G	R	Incomplete
EURAFSWA	NSA Souda Bay	R	R	R	R	R	G	G	G	Y	G	Y
Midlant	NS Norfolk	G	G	G	G	G	G	Incomplete	G	G	G	Incomplete
Midwest	NS Great Lakes	G	G	R	G	G	Y	G	R	G	G	Incomplete
Midwest	NSA Crane	R	G	G	G	G	G	G	G	G	G	Y
Northwest	NAS Whidbey Island	G	G	G	G	G	G	G	G	G	G	Incomplete
Northwest	NS Everett	R	G	G	G	G	G	Y	G	G	G	Incomplete
Far East	CFA Yokosuka	R	Y	G	G	G	Y	Y	R	Y	R	Incomplete
Southwest	NB Ventura County	G	G	G	G	G	G	G	G	R	G	Incomplete
Southwest	WNS Seal Beach	G	G	G	G	R	G	G	G	G	G	Incomplete
Washington	NSF Dahlgren	Y	G	G	G	G	G	G	G	G	G	Incomplete

# Sample LANT SOE Quarterly Progress Report

(NOTIONAL DATA)



NAVFAC Lant SOE Quarterly Progress Report (Notional Data)



# *Modifications from Beta Test Results*



- Completed:
  - Add policy questions to every media
  - Add sustainability questions (LEED, LID, P2, EISA, EO 13423)
  - Improved media questions:
    - » Clarified, changed scoring criteria, added permit update status
  - Add comment field for use by all management levels
  - Add root cause coding column
- On-going:
  - Fix automated scoring functions, create macros for trends and POAMs
  - Address concerns over data calls/workload
  - Avoid FITREP reaction/whitewash/cover-up
  - Standardize guidelines for use/designation of ratings

## *What's Next (Short-term)?*



- Deploy SOEs
  - Retrain: Original training: SEP/ OCT 09; refresher TBD
  - Use Beta Test results to debug criteria and scoring
  - Replace QPDC metric with SOEs for quarterly scoring: CNIC EPM contractor currently reviewing SOEs
- Integrate EQA, EMS, IG inspections, and SOE reporting



## *What's Next (Long-term)?*



- Report SOEs horizontally and vertically as Navy compliance metric to CNIC installations/regions/HQ and NAVFAC PWDs/FECs/HQ
- Correlate expenditure by media, evaluate systemic issues, improve compliance processes, re-allocate resources
- Expand to include all EV product lines: ER, NEPA, N/C resources

# Summary



- SOEs are proving to be an effective tool for:
  - Communicating deficiencies to upper management
  - Justifying resource requirements
  - Focusing and involving management efforts
  - Improving the installation EMS through the identification of trends
- Most importantly, the implementation of SOEs is assisting with the transition from reactive to proactive in compliance management.

## Questions?

# *Back-up Slides*



# *What are the Current Metrics?*



- EMS Conformance:
  - **Green:** On schedule for deadline;
  - **Yellow:** Must do more to meet;
  - **Red:** Needs significant action
- SNC: ~5 nationally: EPA OTIS/ECHO; NOVweb
- NOVs: ~35 Navy-wide, mostly administrative; NOVweb
- Execution (OAB): awarding projects according to schedule
  - Low-ball, <50% of client funds go to contracted “projects”
  - e-Projects status: post award software use
- **Annual report to Congress**
  - **Not all compliance media, focus on inventories, quantities**
- Quarterly Performance Data Call (QPDCs)
  - General in nature, designed to limit spending

Primarily lagging metrics, output not outcome, reactive vice proactive. None designed to manage compliance at any level. Of little value at FEC or installation level, “cumbersome” data-call.

# Sample LANT SOE Quarterly Summary Report (NOTIONAL DATA)



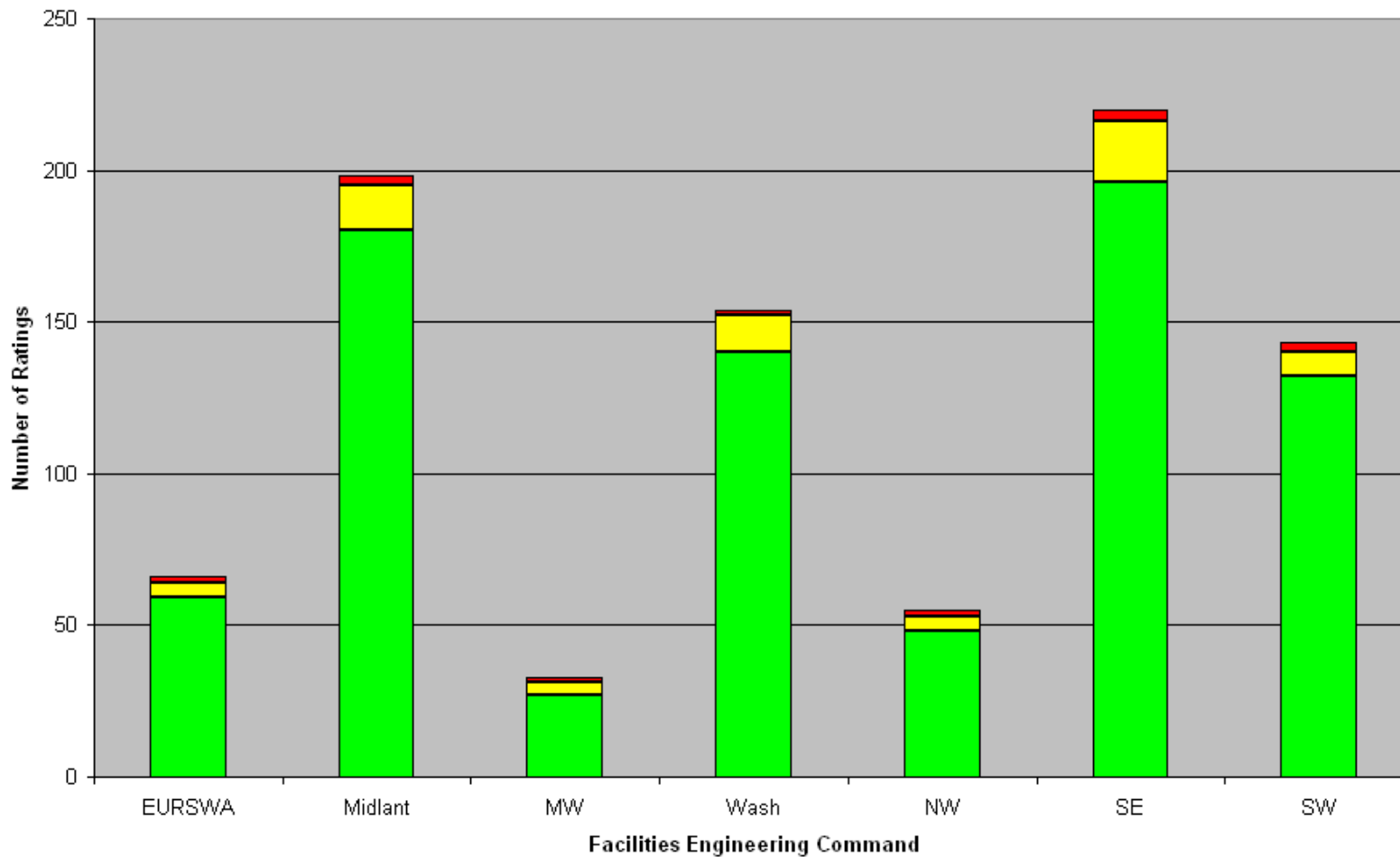
FEC	Installations	UIC	Media / Category Rating											Future Categories		
			Air Emissions	Drinking Water	Waste water	Storm water	HW Mgmt & Services	Solid/ Medical Waste & Recycling	TSCA	OHS Spill Preparedness & Response	Sustainability	Petroleum Storage Tanks	EMS	Encroachment	Natural/ Cultural Resources	ER,N
NAVFAC EURAFSWA	NSA Naples IT	N62588	G	G	G	G	G	G	G	G	G	G	G			
NAVFAC EURAFSWA	NS Rota SP	N62863	G	G	G	G	R	G	G	G	G	G	G			
NAVFAC EURAFSWA	NAS Sigonella IT	N62995	G	G	G	G	G	G	G	G	G	R	G			
NAVFAC EURAFSWA	NSA Souda Bay GR	N66691	G	G	G	G	G	Y	G	G	G	G	G			
NAVFAC EURAFSWA	JMF St. Mawgan UK	N32897	G	G	G	G	G	G	G	G	G	G	Y			
NAVFAC EURAFSWA	NSA Bahrain	N63005	G	G	G	G	G	G	G	G	G	G	Y			
NAVFAC Midlant	NAS Brunswick	N60087	G	G	G	G	G	G	G	G	G	Y	Y			
NAVFAC Midlant	NWS Earle	N69213	G	G	R	G	G	G	G	G	G	G	G			
NAVFAC Midlant	NAES Lakehurst	N61012	G	G	G	G	G	G	G	G	G	G	Y			
NAVFAC Midlant	NAB Little Creek	N61414B	G	G	G	G	G	G	G	R	G	G	Y			
NAVFAC Midlant	NSA Mechanicsburg	N32414	G	G	G	G	G	G	G	G	G	G	Y			
NAVFAC Midlant	SB New London	N00129	G	G	Y	G	G	G	G	G	G	G	Y			
NAVFAC Midlant	NS Newport	N32411	G	G	G	G	G	G	G	G	R	G	G			
NAVFAC Midlant	NS Norfolk	N62688	G	G	G	G	G	R	G	G	G	G	Y			
NAVFAC Midlant	NAS Oceana	N60191	G	G	G	G	G	G	G	G	G	G	G			
NAVFAC Midlant	NSU Saratoga Springs	N68317	G	G	G	G	G	G	G	G	G	G	G			
NAVFAC Midlant	WPNSTA Yorktown	N69212	G	G	G	R	G	G	G	G	G	G	G			
NAVFAC Midwest	NSA Crane	N61018	G	G	G	G	G	G	G	Y	G	G	G			
NAVFAC Midwest	NS Great Lakes	N00128	G	G	G	G	G	G	G	G	G	G	G			

# Sample LANT SOE FEC Summary Report

(NOTIONAL DATA)



NAVFAC Lant Compliance Metric FEC Summary Report

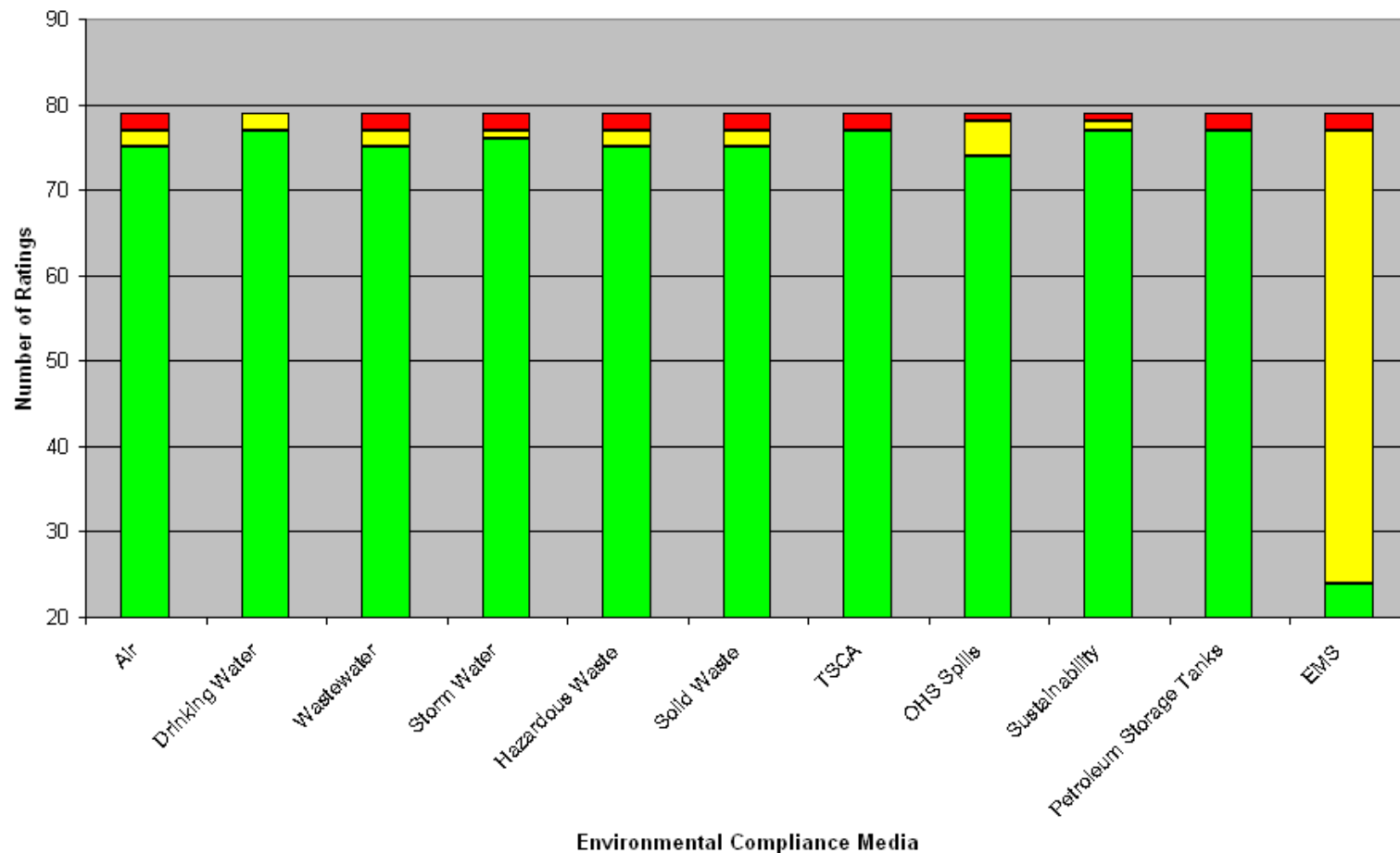


# Sample LANT SOE Media Summary Report

(NOTIONAL DATA)



NAVFAC Lant Compliance Metric Media Summary Report



# *Houston, We Have a Problem*



- Don't know our compliance status
- No way to meaningfully compare media or installations (qualitative vs. quantitative)
- No leading indicators
- No granularity to the installation level
- Anecdotal examples, but little data to support the need for additional resources
- Haven't conducted external compliance audits since 2001. Began again this FY



# *Annual Report to Congress*



1. Success stories C,C, P, EMS-narrative
2. Toxic Release Inventory: (CNO)
3. EMS + green procurement- (DoD)
4. Natural Resources-similar to SoEs
5. Cultural Resources- “ “
6. Air- emissions and permits: quantitative not qualitative (NFESC)
7. Wastewater/Water: quantitative not qualitative (NFESC)
8. Compliance Enforcement-NOV/NONs
9. Regulatory inspections by media (regulation) by region
10. Significant Non-Compliance (SNC) (EPA OTIS and ECHO databases)
11. Perchlorate sampling (ER,N primarily)
12. Solid Waste/Recycling- quantitative not qualitative (NFESC)
13. Hazardous Waste and UST- quantitative not qualitative (NFESC)
  - POL/AST/SPCR- not reported
  - TOSCA - not reported
  - Sustainment (Energy/ LEED, Stormwater/ LID, etc.)- not reported

# *Quarterly Performance Data Call (CPLs)*



- Criteria:
  1. % of Level 1-5 projects completed
  2. % of permits current, monitored
  3. % regulatory reports on time, action taken on findings
  4. % of solid waste recycling
  5. % of regulated waste disposal
  6. % of plans (except NEPA) updated
  7. % NEPA docs on time
  8. % of training requirements met
  9. % Environmental staff development
  10. % IAP inspections conducted
  11. % corrective actions initiated
  12. % Facilities projects reviewed
  
- Level 3 target- 2 funded too high, 4 too low

# *Beta Test*



- Draft criteria developed by MFTs/WGs AUG 2008
- Used select installations in all regions (SE unavailable)
  - NSF Indian Head,
  - NSF Dahlgren,
  - CFA Yokosuka,
  - NSWC Crane,
  - NSA MidSouth Memphis,
  - NAVSTA Harbortown,
  - NAVSTA Great Lakes,
  - NAVSTA Everett,
  - NAS Whidbey Island,
  - NB Ventura,
  - Seal Beach,
  - NS Rota,
  - NSA Souda Bay,
  - NAS Sigonella,
  - JAX, etc.
- Scored bases and evaluated criteria; briefed BLCs, HQ
- Goal was:
  - Representative questions, leading indicators, qualitative in nature
  - Resource focus, honest & accurate assessment
  - Management improvement
  - Ready for full deployment
  - Replace less useful data calls (CPLs)